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| AGO ltr 29 Apr 1980 ; AGO ltr 29 Apr 1980 | |

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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (15 Dec 67) FOR OT RD-670525

20 December 1967

SUBJECT: Operational Report - Lessons Learned, Headquarters, 3d
Battalion, 16th Artillery, Period Ending 31 July 1967

TO: SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation by USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in accordance with paragraph 6c and d, AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure appropriate benefits in the future from Lessons Learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
as

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6th Battalion, 84th Artillery
3d Battalion, 16th Artillery

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DEPARTMENT OF THE ARMY
HEADQUARTERS 3D BATTALION 16TH ARTILLERY
APO San Francisco 96374

AVDF-AT-DC

4 August 1967

SUBJECT: Operational Report - Lessons Learned (RCS CSFOR - 65)

THRU: Commanding Officer
Task Force OREGON Artillery
APO 96374

Commanding General
Task Force OREGON
ATTN: ACS G-3
APO 96374

Commanding General
United States Army Vietnam
ATTN: AVHGC-DST
APO 96375

Commander-in-Chief
United States Army Pacific
ATTN: GPOF-OT
APO 96558

TO: Assistant Chief of Staff for Force Development
Department of the Army (ACSFOR, DA)
Washington, D.C. 20310

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FOR OT RD FILE
670525

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AVDF-AT-DC

4 August 1967

SUBJECT: Operational Report - Lessons Learned (RCS CSFOR - 65)

SECTION I

SIGNIFICANT ORGANIZATION AND UNIT ACTIVITIES

1. (C) Administration and Personnel:

a. The 3d Battalion 16th Artillery was alerted for movement to Vietnam on 17 November 1966. During the period 17 November 1966 - 13 April 1967, the battalion completed the requirements for POM qualification. A final POM inspection was conducted on 13 April 1967 by the Inspector General, Third United States Army. From 13 April 1967 to 14 May 1967 the unit made all final preparations for deployment, and PDI leaves of personnel were effected. The equipment and general cargo departed Charleston, South Carolina, aboard the USNS BURBANK VICTORY on 31 April 1967. The main body of personnel departed Oakland, California, aboard the USNS BARRETT on 16 May 1967. The advance party consisting of 26 personnel departed Fort Bragg, North Carolina, on 21 May 1967 by USAF aircraft (C-130). All elements of the battalion departed enroute to LONG BINH, RVN, for assignment to the 54th Artillery Group, II Field Forces Vietnam; however, while intransit, the reporting location was changed from LONG BINH to CHU LAI, RVN.

b. The advance party arrived in-country at CHU LAI, RVN, on 24 May 1967. The main body aboard the USNS BARRETT arrived in DA NANG, RVN, on 6 June 1967 and was flown by USAF aircraft to CHU LAI on 7 June 1967. The unit is assigned to the 54th Artillery Group, II Field Forces Vietnam at LONG BINH, RVN and is attached to TASK FORCE OREGON with a tactical mission of Reinforcing the fires of the 3d Battalion 82nd Artillery, the direct support battalion of the 196th Light Infantry Brigade.

c. Personnel strength of the battalion on 31 July 1967 was:

| | TOE AUTH | | | MTOE PENDING | | | ASSIGNED | | |
|----------------------|-----------|----------|------------|--------------|----|----|-----------|----------|------------|
| | OFF | WO | EM | OFF | WO | EM | OFF | WO | EM |
| Headquarters Battery | 23 | 1 | 143 | NONE | | | 20 | 1 | 136 |
| Battery A | 3 | 0 | 111 | " | | | 3 | 0 | 111 |
| Battery B | 3 | 0 | 111 | " | | | 3 | 0 | 110 |
| Battery C | 3 | 0 | 111 | " | | | 3 | 0 | 111 |
| Service Battery | 2 | 3 | 84 | " | | | 2 | 3 | 84 |
| <u>TOTAL</u> | <u>34</u> | <u>4</u> | <u>560</u> | | | | <u>31</u> | <u>4</u> | <u>552</u> |

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SUBJECT: Operational Report - Lessons Learned (RCS CSFOR - 65)

d. During the reporting period, key MOS shortages of two 93F40's (E6 and E7) and one 13B40 (E6) were experienced. The reason for the shortage is that an emergency requisition for the 93F40 (E6) and the 13B40 (E6) was not filled prior to departure from CONUS. The 93F40 (E7) shortage occurred when the 93F40 present for duty was assigned to a 13Z50 slot to fill a vacancy caused by the "missing-in-action" status of a 13Z50 (E8). Replacements for these shortages have been requisitioned. An infusion program was conducted with the 2d Battalion 11th Artillery to reduce the effects of a heavy rotation expected in May 1968.

e. Personnel changes during the quarter include:

| GAINS | | | LOSSES | | |
|------------|-----------|-----------|------------|-----------|-----------|
| <u>OFF</u> | <u>WO</u> | <u>EM</u> | <u>OFF</u> | <u>WO</u> | <u>EM</u> |
| 0 | 0 | 134 | 1 | 0 | 135 |

NOTE: 134 EM gains and losses were caused by an infusion program conducted with the 2d Battalion, 11th Artillery. One officer and one EM loss was caused by a "missing-in-action" status.

f. Casualties. included:

| <u>TYPE</u> | <u>NUMBER</u> |
|-----------------------|---------------|
| Killed in Action | 0 |
| Wounded in Action | 0 |
| Missing in Action | 2 |
| Non-battle dead | 0 |
| Non-battle casualties | 0 |

g. Awards and Decorations to members of this command included:

| <u>TYPE</u> | <u>NUMBER</u> |
|------------------------------|---------------|
| Silver Star | 0 |
| Legion of Merit | 0 |
| Bronze Star (Merit) | 0 |
| Bronze Star (Valor) | 0 |
| Air Medal (Merit) | 0 |
| Air Medal (Oak Leaf Cluster) | 0 |
| Commendation Medal (Valor) | 0 |
| Commendation Medal (Merit) | 0 |
| Purple Heart | 0 |

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NOTE: Four (4) recommendations for awards (Soldier's Medals) are now pending approval by Task Force OREGON.

h. R & R Program schedules include the following:

(1) The in-country R & R consisting of a 3 day pass to China Beach, DA NANG, has been utilized by fourteen (14) personnel. Task Force OREGON has completed arrangements for an officer and EM in-country R & R program to VUNG TAU. Quotas will be granted to this unit as an attachment to Task Force OREGON.

(2) This unit has not been in-country for a sufficient time to receive out-of-country R & R quotas during this reporting period. Quotas for out-of-country R & R will be received from Task Force OREGON.

i. Judicial and Non-Judicial actions by units included:

| <u>UNIT</u> | <u>ART 15</u> | <u>SCM</u> | <u>SKCM</u> | <u>GCM</u> |
|----------------------|---------------|------------|-------------|------------|
| Headquarters Battery | 1 | 0 | 4 | 0 |
| Battery A | 2 | 0 | 4 | 0 |
| Battery B | 5 | 0 | 1 | 0 |
| Battery C | 9 | 0 | 2 | 0 |
| Service Battery | 1 | 0 | 0 | 0 |
| <u>TOTALS</u> | <u>18</u> | <u>0</u> | <u>11</u> | <u>0</u> |

j. Unit mail clerks pickup and deliver mail at the Task Force OREGON APO. The APO number for this unit is 96374.

k. Pertinent Medical Service statistics include:

| | |
|---------------------------------------|-----|
| Total patient visits (unit personnel) | 609 |
| Admitted to hospital | 32 |
| Evacuated within the country | 6 |
| Evacuated out of the country | 3 |
| Malaria cases | 0 |

l. Reportable accidents included:

| <u>UNIT</u> | <u>VEHICLE</u> | <u>AIRCRAFT</u> | <u>PERSONNEL</u> |
|----------------------|----------------|-----------------|------------------|
| Headquarters Battery | 0 | 0 | 0 |
| Battery A | 0 | 0 | 1 |
| Battery B | 0 | 0 | 0 |
| Battery C | 0 | 0 | 1 |
| Service Battery | 0 | 0 | 1 |
| <u>TOTALS</u> | <u>0</u> | <u>0</u> | <u>3</u> |

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m. The morale of the command is outstanding. Special services, and A & R equipment has been issued to each battery. USO and beach facilities are available in the CHU LAI area for the use of all personnel. Post Exchange facilities are also available and easily accessible to personnel. Motion picture accounts have been established through Task Force OREGON Special Services. Each unit has a functional OTHER SUNDRY FUND account established. Reading materials for each unit's day room have been ordered from Special Services. Red Cross girls visit each battery base camp once per week.

n. Religious services are provided for all batteries on a weekly basis by Catholic and Protestant Chaplains.

o. Task Force OREGON does not have an educational program at the present time. A program is being developed and this unit will participate in the program when completed.

p. Personnel were thoroughly indoctrinated by the Battalion Surgeon on personal hygiene and prevention of venereal disease prior to departure from CONUS and while in-transit to RVN. As a result, the number of VD cases during the reporting period has been held to one (1) case among the battalion's deployed personnel.

2. (U) Intelligence:

a. On 13 April 1967, this headquarters successfully completed a counter-intelligence inspection by Headquarters, XVIII Airborne Corps and Fort Bragg in conjunction with the final POM inspection by Headquarters, Third United States Army.

b. There are two aerial observers authorized and assigned to this unit; however, no authorized aircraft are on hand. The employment of aerial observers is therefore limited.

3. (U) Training:

a. A comprehensive training program for assigned personnel and replacement personnel has been established in accordance with USARV Reg 350-1.

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b. On-the-job training and individual cross training is being conducted within the battalion to fill vacancies in needed skills. The most important OJT and cross training conducted has been that required to augment the fire direction centers to provide a flexible 24 hour operational capability.

c. The following periods of training were conducted in-country during the reporting period:

- (1) Weapons familiarization.
- (2) Sentry Duty.
- (3) Command Information.
- (4) Safety.

d. All training required for PCR qualification of personnel was completed in CONUS. On 13 April 1967, a final PCM inspection was conducted by the Inspector General, Third United States Army.

e. Three personnel are now scheduled for out-of-country weapons training.

4. (C) Operations.

a. The mission of this battalion is Reinforcing the 3d Battalion (105T), 82nd Artillery.

b. Normal operations consistent with the battalion mission were conducted during the reporting period.

c. On 23 June 1967, the Howitzer Battery of the 2d Squadron, 11th Armored Cavalry Regiment was assigned to the operational control of this battalion.

d. During the period, necessary staff planning and preparation for participation of one battery in OPERATION HOOD RIVER was completed.

e. The missions with total amounts of ammunition expended during the reporting period are listed below:

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SUBJECT: Operational Report - Lessons Learned (RCS CSFOR - 65)

| <u>UNIT</u> | <u>MSN FIRED</u> | <u>AMMO EXPENDED</u> |
|------------------|------------------|----------------------|
| Battery A | 665 | 6001 |
| Battery B | 964 | 8186 |
| Battery C | 775 | 5977 |
| Howitzer Battery | 684 | 4806 |
| <u>TOTAL</u> | <u>3088</u> | <u>24970</u> |

f. The surveillances for missions fired are as follows:

| <u>UNIT</u> | <u>KIA (BC)</u> | <u>KIA (P)</u> | <u>WIA</u> | <u>STRUCTURES DESTROYED</u> | <u>SECONDARY EXPLOSIONS</u> |
|------------------|-----------------|----------------|------------|---------------------------------|---------------------------------|
| Battery A | 17 | 17 | - | 15 | 1 |
| Battery B | 47 | 34 | 4 | 61 | 4 |
| Battery C | 6 | - | - | 1 | - |
| Howitzer Battery | 1 | - | - | - | - |
| <u>TOTAL</u> | <u>71</u> | <u>51</u> | <u>4</u> | <u>77</u> | <u>5</u> |

5. (U) Logistics

a. During the period 17 November 1966 - 13 April 1967, the battalion completed all logistics requirements for overseas deployment. All units successfully completed Third Army Command Maintenance Management Inspection on 7 April 1967. The advance party consisted in part of five Battery Supply Sergeants, Battalion Property Book Officer, Battalion Maintenance Officer, and the Battalion S-4. Upon arrival at CHU LAI, RVN, coordination was made with appropriate support activities in preparation for the arrival of the main body.

b. During the period 24 May - 31 July 1967, the general condition of supply has been good. Some difficulty has been experienced in obtaining common size items of TA 50-901. Meteorological expendable items (radiosondes, balloons, and calcium hydride) are in short supply and this unit has had no requisitions for radiosondes filled since arriving in-country. Requisitions for radiosondes were made 60 days ago and for calcium hydride charges, 34 days ago. None have been received.

c. There have been no major maintenance problems since arriving in-country.

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SUBJECT: Operational Report - Lessons Learned (RCS CSFOR - 65)

6. (U) Civic Actions

a. Since arriving in-country, the Battalion has established a Civil Affairs program in the CHU LAI area. At present, the unit is sponsoring an orphanage at CHAO BINH SON in the BINH SON District. To date, the battalion has supplied local nationals 900 pounds of food-stuffs and 130 pounds of soap.

b. The Battalion Surgeon has treated 175 patients under the MECSAP program.

SECTION II PART I OBSERVATIONS

1. (U) Personnel and Administration

a. Item: Military Pay

(1) Discussion: Payment of personnel on arrival in RVN is of the utmost importance. Most individuals lack funds due to recent return from POM leaves and in all probability, the absence of one payday during deployment. Immediate in-country payment is difficult due to the initial problem of establishing a Personnel Office and the possibility of having to prepare two payrolls at once.

(2) Observation: To preclude unnecessary delays the following positive steps should be taken by unit finance personnel while enroute by surface transportation.

(a) Prepare pay vouchers for the pay month missed and for the next pay month. Actual monetary figures should be left blank and the entitlements completed.

(b) Prepare travel vouchers for payment of dislocation allowance and travel pay.

(c) Complete FSA forms.

(d) Post POM leaves to leave records and compute leave rations due.

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4 August 1967

SUBJECT: Operational Report - Lessons Learned (RCS CSFOR - 65)

b. Item: PCR Processing

(1) Discussion: PCR processing IAW AR 612-35 entails considerable time and effort. The efficient processing of personnel is aggravated by the expanded work load of building up the unit, submission of emergency requisitions, processing of hardship discharges and deferments and updating of records. The problem is further aggravated by the necessary additional combat training of members of the personnel section. Processing should be completed at the earliest possible date because the month prior to deployment is used for equipment packing and POM leaves.

(2) Observation: The following processing actions should be completed at least a month prior to deployment:

(a) All known requests for hardship discharge and deferment should be submitted immediately upon notification of deployment.

(b) Completion of dental checks and immunizations (Immunizations should be started immediately so that booster shots can be given before arrival overseas).

(c) Update all DA Forms 41 if a firm NOK address is known.

(d) Screen and update all personnel records.

(e) Completion of DA Forms 613 except for annotation of training that is conducted throughout the pre-deployment period.

(f) Reassignment of persons that will not deploy with the unit.

c. Item: Designation of Chain of Command.

(1) Discussion: Each unit deployed to RVN should be immediately assigned an operational and administrative chain of command. This is particularly true for diverted units. The lead time required for administrative actions makes it imperative that most administrative functions commence immediately and that the necessary assistance and guidance be available from higher headquarters.

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(2) Observation: The lack of a clearly defined operational and administrative chain of command creates many problems for a newly arrived unit in-country.

d. Item: Forms and Publications

(1) Discussion: On arrival in RVN, a new unit must procure all USARV directives required for mission accomplishment. The directives are needed immediately yet the time-lag from requisition to receipt of forms and publications is significant.

(2) Observation: All new units arriving in RVN should be issued complete packets of forms and publications by AG Publications Sections.

2. (U) Intelligence: None

3. (U) Training and Organization

a. Item: Lack of Command and Control Aircraft.

(1) Discussion: This unit is organized at zero strength and zero equipment in the aviation section. This shortage severely restricts the battalion commander in the command and control of units located away from the battalion CP area. It also removes organic capability of this unit for target acquisition with assigned aerial observers.

(2) Observation: The nature of the terrain and tactical situation in Vietnam increases the difficulty of command and control and target acquisition. Aircraft immediately responsive to the commander's needs is an important element in the accomplishment of the artillery commander's mission.

b. Item: Training of Fire Direction Personnel.

(1) Discussion: Fire direction personnel must be trained in fire direction techniques peculiar to firing in RVN. The conventional techniques are not sufficient for timely accurate fires.

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SUBJECT: Operational Report - Lessons Learned (RCS CSFOR - 65)

4 August 1967

(2) Observation: Prior to departure from CONUS, unit training should emphasize the following gunnery techniques:

- (a) Computation of shell smoke and illumination firing data.
- (b) Computation of grid of impact for illumination missions.
- (c) 6400 mil firing capability in the FDC and gun sections.
- (d) RTO procedure for multiple missions on one frequency.
- (e) Computation of Met Plus VE firing data for all charges for a 6400 mil firing requirement..

4. (U) Operations: None.

SECTION II

PART II: RECOMMENDATIONS

1. (U) Personnel and Administration.

a. Each newly arrived unit be immediately assigned an operational and administrative chain of command.

b. Each newly arrived unit be issued a complete packet of USARV publications and forms on arrival.

2. (U) Intelligence: None.

3. (U) Training and Organization.

a. That units deployed to RVN be deployed with or have issued in-country authorized organic aircraft and aviation personnel.

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4 August 1967

SUBJECT: Operational Report - Lessons Learned (RCS CSFOR - 65)

b. That training programs for artillery units alerted for deployment to Vietnam be tailored to insure FDC personnel are well trained in the artillery techniques peculiar to this conflict.

4. (U) Operations: None.



DONALD C. FOX
LTC, Artillery
Commanding

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AVDF-AT (4 August 1967)

1st Ind

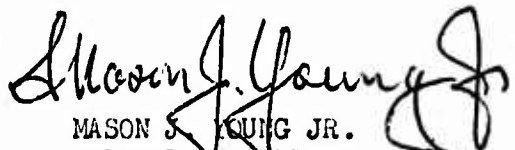
SUBJECT: Operational Report - Lessons Learned (RCS-CSFOR-65) (U)

DEPARTMENT OF THE ARMY, HEADQUARTERS AMERICAL DIVISION ARTILLERY, APO
San Francisco 96374, 3 October 1967

TO: Assistant Chief of Staff for Force Development, Department of the
Army (ACSFOR, DA), Washington, D.C. 20315

1. (U) Forwarded herewith is subject report of the 3d Battalion, 16th Artillery.
2. (U) This headquarters concurs with the observations and recommendations contained in subject report. The observations of this battalion should be of assistance to other like units deploying to Vietnam.
3. (U) Reference Section I, Part I, para 2. Aerial observers of the battalion fly in Americal Division Artillery O-1's as required.
4. (U) Reference Section II, Part II, para 1. The 3d Battalion, 16th Artillery was originally scheduled for deployment to the 54th Artillery Group but was diverted enroute to the Americal Division (then Task Force OREGON). Although operational control and command of the unit was given to the Americal Division Artillery, control of certain administrative matters i.e., promotion, allocations, replacements, etc., was not clearly defined because Task Force OREGON was a provisional organization. Some delay was experienced in determining the headquarters responsible for these administrative matters. This problem is peculiar to the unique circumstances under which the Americal Division was formed.

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as (2cys)


MASON S. YOUNG JR.
Colonel, Artillery
Commanding

AVDF-GC (4 Aug 67)

2d Ind

SUBJECT: Operational Report-Lessons Learned (RCS-CSFOR-65) (U)

DEPARTMENT OF THE ARMY, HEADQUARTERS AMERICAL DIVISION, APO San Francisco 96374

6 Oct 67

TO: Commanding General, USARV, APO San Francisco 96375

1. (U) Forwarded herewith is the subject report of the 3d Battalion, 16th Artillery.

2. (U) This headquarters concurs with the observations and comments contained in the subject report and the comments added in the first indorsement.

FOR THE COMMANDER:

1 Incl
nc

s/O. A. Gerner, Jr.
t/O. A. GERNER, JR.
CPT, AGC
Asst Adj Gen

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AVHGC-DST (4 Aug 67) 3d Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 July 1967 (RCS CSFOR-65) (U)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375; 7 NOV 1967

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 July 1967 from Headquarters, 3d Battalion, 16th Artillery (WA2J) as indorsed.

2. Pertinent comments follow:

a. Reference item concerning training of FDC personnel, page 4, paragraph 3: Concur. The training of FDC personnel, officer and enlisted, in fire direction techniques peculiar to firing in RVN cannot be overemphasized. In addition to the areas mentioned in the ORLL, other training should be included:

(1) Computation for minimum and maximum QE for each 800 miles sector.

(2) Computation of difference in projectile weights when firing smoke or WP for a marking round and then switching to HE for the remainder of the mission.

(3) Establishing a check chart that includes location of all friendly elements, villages, and safety buffer zones around each.

(4) Double check systems and safety must be stressed and integrated through-out all training of personnel associated with the gunnery team.

b. Reference item concerning lack of command and control aircraft, page 9, paragraph 3a; page 10, paragraph 3a; and 1st Indorsement, paragraph 3. The necessity of an Aviation Section is recognized, and this requirement was addressed during the recent Phase I MTOE Standardization. An Aviation Section of two OH-6A aircraft and four personnel was tentatively approved. MTOE 6-426G, reflecting this section, has been submitted and is pending approval by DA.

c. Reference item concerning blank forms and publications, page 10, paragraph 1b: Concur. Normally USARV directives and pertinent MACV directives are mailed to units in CONUS prior to deployment. Due to the change in location for this organization the packet was apparently misdirected. Packets are now mailed by registered mail, return receipt requested prior to deployment.

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AVHGC-DST (4 Aug 67)

3d Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 July 1967 (RCS CSFOR-65) (U)

3. A copy of this indorsement will be furnished to the reporting unit through channels.

FOR THE COMMANDER:

C. S. Nakatsukasa
C. S. NAKATSUKASA
Captain, AGC
Assistant Adjutant General

cc:

HQ, 3d Bn, 16th Arty

HQ, Americal Division, Department of the Army

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GPOP-DT (4 Aug 67)

4th Ind (U)

SUBJECT: Operational Report for the Quarterly Period Ending 31 July 1967
from HQ, 3d Battalion, 16th Artillery (UIC: WA2JAA) (RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 6 DEC 1967

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding indorse-
ments and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



HEAVRIN SNYDER

CPT, AGC

Asst AG

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DOCUMENT CONTROL DATA - R & D

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OACSFOR, DA, Washington, D. C. 20310

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2b. GROUP

4

3. REPORT TITLE

Operational Report-Lessons Learned, Headquarters, 3d Battalion, 16th Artillery

4. DESCRIPTIVE NOTES (Type of report and inclusive dates)

Experiences of unit engaged in counterinsurgency operations, 1 May - 31 July 1967

5. AUTHOR(S) (First name, middle initial, last name)

CO, 3d Battalion, 16th Artillery

6. REPORT DATE

4 August 1967

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d.

9a. ORIGINATOR'S REPORT NUMBER(S)

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9b. OTHER REPORT NO(S) (Any other numbers that may be assigned this report)

10. DISTRIBUTION STATEMENT

11. SUPPLEMENTARY NOTES

N/A

12. SPONSORING MILITARY ACTIVITY

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13. ABSTRACT

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